

# **Developing Coordinated Transportation Systems for Older Persons:**

*The Leadership Role of State Units on Aging*



*National Consortium on the Coordination  
of Human Services Transportation*

**NATIONAL ASSOCIATION OF  
STATE UNITS ON AGING**

*for the*

**Community  
Transportation  
ASSOCIATION**

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## Foreword

As early as the 1960s, policymakers, transportation providers and consumers recognized that the need for *coordinated* human services transportation was essential. They viewed coordination as a solution to the duplication of services and low utilization of resources that resulted, in large part, from the desire of many providers to develop their own specialized transportation services for their clients.<sup>1</sup> Since the 1960s, many attempts have been made at both the federal and state levels to bring about fully coordinated systems of human services transportation, often with mixed results. Recently, thanks to a number of initiatives at the federal level, new attention is being focused on developing safe, dependable, cost-effective and coordinated systems of transportation.

Since the enactment of the Older Americans Act (OAA) in 1965, state units on aging (SUAs) have been greatly involved with transportation coordination activities at the state level. Many have been active participants in the work of state-level planning teams and have provided a great deal of input about infrastructure development and service delivery. Additionally, SUAs have worked to ensure coordination of transportation services funded by Medicaid and state sources.

Because of their longstanding commitment to coordinated transportation services, SUAs are in an excellent position to reaffirm their leadership in the renewed efforts being undertaken federally to achieve coordination. This document provides an overview of transportation coordination and its implications for SUAs. It includes: a discussion of the major challenges states are facing now, along with possible strategies for addressing them; a look at past and present federal initiatives for developing coordinated transportation systems; and finally, a look at the *leadership role* SUAs play in successful transportation coordination. Appendices provide information on articles, studies, Web sites and tools that states may find useful as they work to develop coordinated systems of transportation.

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<sup>1</sup> From testimony prepared for the Forum on Senior Transportation, Special Committee on Aging, United States Senate, by Jon E. Burkhardt, Senior Study Director, WESTAT, Rockville, Maryland, June 21, 2003.

# Developing Coordinated Transportation Systems for Older Persons: The Leadership Role of State Units on Aging

## Introduction

*To young and old alike, transportation is the common element that makes possible the activities associated with quality of life.<sup>2</sup>*

The degree to which individuals of all ages are able to access and use various modes of transportation can have a profound impact on their quality of life throughout their lives. As people mature from childhood into adulthood and middle age, transportation becomes a means for maintaining one's independence. Mobility ensures that we get to school and arrive at our jobs on time, attend social events, and meet the other critical obligations (e.g., doctor's appointments, grocery shopping, family events) necessary for maintaining quality of life without having to rely on others. This freedom, while seemingly routine, is an important thread in the fabric of daily life and is often taken for granted.

The aging process may bring about health and physical impairments leading to the loss of some of the independence and freedom enjoyed earlier in life and may make the use of personal or public forms of transportation more difficult or even impossible. According to AARP's "Understanding Senior Transportation Survey" (2002), health and functional status, *not age*, have a greater effect on the use of all modes of transportation.<sup>3</sup>

Many studies show that older persons perceive the ability to go from one place to another, when they want and how they want, as the heart of personal freedom and independence. Beyond that, the ability to stay connected to friends and community is important to both physical and emotional health.<sup>4</sup>

*In 2001 – 2002, the California Commission on Aging held hearings around the state on a wide range of topics concerning seniors and adults with disabilities. The need for reliable and accessible transportation was one of the most discussed topics.*

<sup>2</sup> Joseph F. Coughlin, "Beyond Health and Retirement: Placing Transportation on the Aging Policy Agenda," *MIT AgeLab: Ideas + Technology for Healthy Aging*. Massachusetts Institute of Technology, Center for Transportation Studies, October 2001, p. 1.

<sup>3</sup> Study cited in a statement before the U.S. House of Representatives Highways and Transit Subcommittee of the Committee on Transportation and Infrastructure, by Mary Jane O'Gara, Member, AARP Board of Directors, July 25, 2002.

<sup>4</sup> Coughlin, p. 1.

For many older adults, coordinated transportation services are the gateway to such basic necessities as health care and food, as well as enjoyable, life-enriching activities including visits with friends, seeing a movie, or going out for dinner. Poorly coordinated transportation services can hinder one's ability to leave home, resulting in a sense of isolation and loneliness, and can mean an end to the independence enjoyed in the early and middle stages of life. Older persons may lose the freedom of choosing the mode of transportation (e.g., bus, van, car), the timing of the trip (e.g., morning, afternoon), the route taken, and what stops will be made along the way (e.g., stopping at the pharmacy on the way home from the doctor for a new medication). Unless adequate transportation is available, the services and activities provided to many seniors by home and community based service (HCBS) delivery systems will be insufficient to help them remain at home.

*San Diego County recently initiated the Specialized Transportation Referral & Information for the Disabled and Elderly (STRIDE) system. This web-based service provides information on more than 190 specialized transportation programs available in the area.*

Today, transportation services regularly rank among the most requested services by older adults. According to the National Association of Area Agencies on Aging (N4A), the need for transportation services is among the top reasons individuals contact the Eldercare Locator.<sup>5</sup> To meet these requests for service, Area Agencies on Aging most commonly use funding from the Older Americans Act (OAA) to provide transportation services.<sup>6</sup>

The aging of the baby boomers is expected to weigh heavily on the nation's transportation systems. It is expected that by 2030 more than one fifth of Americans will be over age 65 and one in eleven will be over age 85. This, combined with the increased level of frailty, especially among women over age 85, will result in more serious limitations to mobility with assistance from family less likely.<sup>7</sup> Given this fact, states must be ready to address the increased needs of a growing number of older persons with transportation systems that are responsive and adequate in scope. Careful development

<sup>5</sup> The **Eldercare Locator** was established in 1991 by the U.S. Administration on Aging (AoA) and links those in need with state and local area agencies on aging and community-based organizations serving older adults and their caregivers. The Eldercare Locator is administered in partnership with the National Association of Area Agencies on Aging (N4A) and the National Association of State Units on Aging (NASUA).

<sup>6</sup> From testimony prepared for the Forum on Senior Transportation, Special Committee on Aging, United States Senate, by Sandra Markwood, Chief Executive Officer, The National Association of Area Agencies on Aging, Washington, DC, June 21, 2003.

<sup>7</sup> Sandra Rosenbloom, "The Mobility Needs of Older Americans: Implications for Transportation Reauthorization." *Transportation Reform Series*, The Brookings Institution, Washington, DC, July 2003, pp. 1-2.

and coordination are essential to assure that all modes and methods of transportation are readily available to older persons.

Recognizing the need for coordinated systems of transportation is not new. Within the past fifteen years alone, research has revealed the inadequacy of transportation services and the federal government has engaged in a number of policy activities designed to support transportation coordination for older persons. A number of events have helped move transportation to the forefront of efforts to support community living for seniors and persons with disabilities.

- ❖ In 1971, the White House Conference on Aging reported that transportation was one of the three greatest needs of older persons.
- ❖ In 1988, the National Academy of Sciences found inadequate transportation resources for those unable or unwilling to drive and rated problems with transportation as a major barrier to meeting the needs of older persons.<sup>8</sup>
- ❖ The 1995 White House Conference on Aging featured transportation issues on its agenda.
- ❖ The March 2004 New Freedom Initiative Progress Report cited access to transportation as essential if individuals with disabilities are to be fully integrated into the community.

The latter report went on to cite recent accomplishments of the U.S. Department of Transportation (DOT) in partnership with federal and non-governmental partners that support the goal of providing better transportation options for people with disabilities. One such accomplishment included the convening of a series of six *Regional Dialogues on Accessible Transportation* held throughout 2003. The Federal Transit Administration, the Center for Independent Living, Inc., the Disability Rights Education and Defense Fund (DREDF), and Easter Seals Project ACTION designed and convened the dialogues to provide an opportunity for state human service organizations and state transportation organizations to assess where they are with respect to coordination and develop an action plan for moving coordination efforts forward.<sup>9</sup>

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<sup>8</sup> Ibid.

<sup>9</sup> *New Freedom Initiative: A Progress Report*. Prepared by the White House Domestic Policy Council, March 2004.  
<http://www.whitehouse.gov/infocus/newfreedom/toc.html>

## What is Coordinated Transportation?

*“The process of coordination consists of combining arrangements and agreements among transportation providers in ways that are as individual as the communities in which they take place”<sup>10</sup>*

*In 1997, the Ohio Department of Transportation cited three stages of transportation coordination:*

- *Cooperation*
- *Development of joint-use arrangements, and*
- *Consolidation*

**Source:** *Generations: Journal of the American Society on Aging*. Vol. 27, No.2, Summer, 2003, p 15.

At its most basic, *coordination* is a method for identifying and engaging resources and managing them effectively. Coordination means multiple entities (people, organizations, providers) working together and requires the sharing of responsibility, management and funding.<sup>11</sup>

A 2002 study by the United States Department of Transportation (DOT) noted that coordinated transportation may include the formation of partnerships; sharing of planning resources; joint identification of consumer needs; identifying available services, costs, and revenues; sharing of service costs; developing performance measures; and reporting. Any one or a combination of these efforts can lead to an increased level of service that provides improved mobility and access to a range of activities and services.<sup>12</sup>

*In 1992, The Community Transportation Association of America stated that coordination begins with the sharing of information among agencies and providers. “Total coordination” was achieved when training, maintenance, centralized dispatch, lead agency designation and brokerage were all fully developed.*

**Source:** *Generations: Journal of the American Society on Aging*. Vol. 27, No. 2, Summer, 2003, p 15.

*Coordinated transportation*, as used here, is a broad term used to describe methods of bringing together the various stakeholders in providing transportation services. *Brokerage* and *mobility management* are two frequently used types of transportation coordination.

- ❖ In *brokerage systems*, consumer needs are identified at a centralized intake point and matched with the most appropriate provider. The primary advantage

<sup>10</sup> Ronni Sterns et al., “Public Transportation: Options to Maintain Mobility for Life,” *Generations: Journal of the American Society on Aging*, Vol. 27, No. 2, Summer, 2003, p 15.

<sup>11</sup> From testimony prepared for the Forum on Senior Transportation, Special Committee on Aging, United States Senate, by Jon E. Burkhardt, Senior Study Director, WESTAT, Rockville, Maryland, June 21, 2003.

<sup>12</sup> Ibid.



of brokerage is improved access to services. Transportation brokers may be responsible for all facets of the trip including registering riders; contracting with for-profit and non-profit service providers; making reservations; scheduling; dispatching; maintaining equipment; driver training; billing; and maintaining insurance.<sup>13</sup>

- ❖ *Mobility management* as defined by the Federal Transit Administration (FTA) includes “brokering, facilitating, encouraging, coordinating, and managing both traditional and non-traditional services to expand the array of transportation services to diverse consumer groups.” Mobility management is marked by a strong consumer focus and recognizes that different transportation options may be necessary for different trips. For example, a senior desiring to go to a congregate meal site may find the social nature of a senior center bus suitable for getting to the dining site. The same senior, however, may desire an individual trip in a smaller vehicle with more privacy when going to the doctor the next day.<sup>14</sup> Mobility management ensures that the particular transportation need of the rider is matched with the most appropriate mode and provider of transportation.

When developing coordinated transportation, states may choose from a number of approaches for structuring and managing transportation services. One or several of these approaches may be used in any one state, including:

- ◆ *Regional Transportation Authorities* (RTAs) may incorporate several communities, both urban and rural, into a single service area.
- ◆ *Units of Local Government* such as a city, village or county may take the lead in organizing transportation services across population groups.
- ◆ *Social Service Agencies* that have offered transportation services only for clients of their own programs with agency-owned vehicles may begin coordinating with other agencies.

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<sup>13</sup> *Human Services Transportation Brokerage Programs: A Form of Coordinated Transportation*. National Consortium on the Coordination of Human Services Transportation/Community Transportation Association of America. May 2004.

<sup>14</sup> Sterns, pp. 15-16.

- ◆ *Private* independent providers may deliver additional transportation services in a specific locality.
- ◆ *Tribal governments* may provide different transportation services to tribe members in remote areas.<sup>15</sup>

### **Why Coordinate Transportation Services?**

Transportation should mean more than getting to and from medical appointments and senior centers. Coordinated systems of transportation help to enhance the daily lives of older consumers and enable them to:

- ◆ Have access to the same range of life activities enjoyed by younger, more independent individuals.
- ◆ Have choices about specific forms of transportation designed to meet particular needs and situations, including a choice of destinations, timetables, and modes of transportation.
- ◆ Receive services from friendly, courteous, knowledgeable drivers who are sensitive to the needs of older riders.
- ◆ Receive training on how to successfully use transportation services including public transportation systems.<sup>16</sup>

According to AARP Board Member Mary Jane O’Gara, “studies by AARP and others have found that coordination efforts can provide many benefits, including lower trip costs, extended hours of service, and a greater choice of destinations.”<sup>17</sup> Coordinating transportation services helps to ensure a more seamless experience of service to consumers. They are more likely to be able to make one call to arrange for services and to be unaware of the intervening steps taken by the coordinating entity to make that trip possible. Comprehensive coordination results from broad partnerships across funding sources (e.g., Older Americans Act, Medicaid, State, local), agencies and providers, and includes both public and non-profit sectors.<sup>18</sup>

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<sup>15</sup> Ibid.

<sup>16</sup> Ibid., p. 17.

<sup>17</sup> Ibid, O’Gara.

<sup>18</sup> Sterns, p. 15.

In the end, the goal of coordinated transportation is clear: *improved mobility for all users*. Whether going to the movies or to the doctor, grocery shopping or to a congregate meal program, each user should be able to expect a high degree of efficiency, reliability and responsiveness to his or her individual needs.

### **The Challenges of Coordination**

*Coordinated transportation goes beyond the availability of service.*

The availability of transportation services in a community does not guarantee that the transportation needs of seniors will be met.<sup>19</sup> To meet the needs of older consumers, transportation services must be fully accessible and responsive to the needs of older riders and must be provided successfully each time they are requested. Ensuring such responsiveness in an efficient, cost-effective manner is the very heart of transportation coordination.

Designing coordinated systems of transportation has been a challenge for federal and state policymakers, administrators, and advocates that has grown more complex over the years. The multitude of federal programs that fund transportation services presents significant

*In South Dakota, the Department of Social Services, Adult Services and Aging (DSS) is coordinating transportation services with the Departments of Health, Human Services, Transportation and Labor. DOT is the lead agency for this initiative that has increased vehicle use and ridership and by pooling resources is helping local agencies with unmet needs.*

challenges for all interested stakeholders. This, combined with the impending increase in users posed by the aging of the baby boomers and the need to ensure that services are responsive to consumers, are some of the issues states face today.

At the federal level, no fewer than 62 programs funded by eight different federal agencies, including the Departments of Transportation, Health and Human Services, Education, and Labor, make up the network of transportation services available to consumers around the country.<sup>20</sup> At the local level, governments, community groups, for-profit and non-profit providers are also working to address the transportation needs of people of all ages. With such an array of programs and services available, all concerned

<sup>19</sup> *Transportation Alternatives for Seniors: High Cost Problems and Low Cost Solutions*. Prepared by the Beverly Foundation, July 2003, p. 4.

<sup>20</sup> U.S. General Accounting Office, Report to Congressional Requesters, *Transportation-Disadvantaged Populations: Some Coordination Efforts Among Programs Providing Transportation, but Obstacles Persist*, (Report #: GAO-03-697), June 2003, p. 3.

will need to pay careful attention to coordinating each stakeholder's efforts and developing strong working relationships at the federal, state and local levels. Doing so will ensure *access* to those needing services and improve efficiency and maximize funding.<sup>21</sup>

State Units on Aging (SUAs) play a pivotal role in the organization and coordination of federal transportation programs and initiatives with state and local programs and activities. SUAs are key to ensuring that the relationships leading to fully coordinated transportation systems are developed and maintained, especially as they apply to providing transportation services to older persons. Through these efforts, SUAs may facilitate the identification of successful coordination activities. Peer-to-peer exchange among SUAs will spread the word about coordination successes and facilitate implementation of promising practices across the country.<sup>22</sup>

### **New Federal Support for Coordinated Transportation**

Recently, a number of new policy initiatives have emerged that hold promise for promoting coordination among all programs providing transportation services, including aging programs. SUAs are in an ideal position to support these initiatives and push for their state's participation in such efforts.

#### **Executive Order #13330 – *Executive Order on Human Service Transportation***

On February 23, 2004, President Bush issued an *Executive Order on Human Service Transportation*. Its purpose is “...to enhance access to transportation to improve mobility, employment opportunities, and access to community services for persons who are transportation-disadvantaged.” The Executive Order established the Interagency Transportation Coordinating Council on Access and Mobility consisting of the Secretaries of Transportation, Health and Human Services, Education, Labor, Veterans Affairs, Agriculture, Housing and Urban Development, and Interior, the Attorney

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<sup>21</sup> Jennifer L. Dorn, Administrator, Federal Transit Administration. Connecting Communities: United We Ride! *Community Transportation Magazine*, Fall 2003, pp. 24-25.

<sup>22</sup> A number of national organizations exist that can provide technical assistance, published materials, training and other tools to support successful coordination efforts in states. State Units on Aging and the networks they support will benefit from the information and support provided by a number of organizations and partnership groups. See **Appendix A** for a list of these organizations and the type of supports each may provide.

General, and the Commissioner of Social Security. The Council's primary functions are to:

- ◆ Promote interagency cooperation to minimize duplicating and overlapping federal programs and services.
- ◆ Facilitate access to existing resources.
- ◆ Encourage enhanced customer access.
- ◆ Formulate and implement administrative policy to enhance service at all levels.<sup>23</sup>

### **United We Ride**

*United We Ride* is a new five-part initiative developed by the U.S. Departments of Transportation, Labor, Education, and Health and Human Services. This initiative is designed to break down barriers among programs and promote the formation of partnerships at the local level to develop coordination solutions and deliver high quality services to consumers. Following its launching in December 2003, a National Leadership Forum was convened in Washington, DC in February 2004. This conference brought together governor-appointed teams of state officials to learn about and discuss effective strategies for improving coordination of transportation services. During the forum, State Leadership Awards were given to five states (Florida, Maryland, North Carolina, Ohio, and Washington State) whose outstanding work to develop coordinated transportation systems may serve as models for other states.

*United We Ride* continues to be a resource for states seeking to improve coordination of transportation services with the following activities:

- ***The Framework for Action*** and its accompanying *Facilitator's Guide*-designed to assist leaders at the state and community levels to develop a coordinating council, interagency working group or local groups of human services agencies, public and private transit providers and stakeholders; conduct a transportation coordination assessment; and develop an action plan.
- ***State Coordination Grants*** - available to states that participated in the National Leadership Forum to help address gaps and needs related to

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<sup>23</sup> The full text of the Executive Order may be downloaded at: [www.whitehouse.gov/news/releases/2004/pring/20040224-9.html](http://www.whitehouse.gov/news/releases/2004/pring/20040224-9.html)

human service transportation. Look for the first series of grants to be awarded in the fall of 2004.

- ***Help Along the Way*** - a technical assistance effort that will build on the work of the Community Transportation Assistance Program (CTAP), the Rural Transportation Assistance Program (RTAP), Easter Seals Project ACTION and other technical assistance organizations (See **Appendix A** for descriptions and contact information) to provide hands-on assistance to states and communities in developing and delivering coordinated human service transportation programs. State Ambassadors are available from CTAA, Easter Seals Project Action, and the American Public Works Association's (APWA) Rural Transit Assistance Program (RTAP) to provide assistance to states participating in *United We Ride*.

### **AoA/FTA Memorandum of Understanding (MOU), 2003**

Both the U.S. Administration on Aging (AoA) and the Federal Transit Administration (FTA) have longstanding commitments to ensuring access to transportation services for older persons. Since transportation represents one of the largest expenditures of the Older Americans Act, second only to nutrition services, AoA is committed to ensuring that funds designated for transportation services are spent in the most efficient manner possible.<sup>24</sup>

The FTA is committed to ensuring coordinated transportation services across the age spectrum. In 2003, AoA and FTA signed a Memorandum of Understanding (MOU) to facilitate closer collaboration between themselves and their respective networks on the following objectives:

- ✓ Increase the awareness of transportation needs of older adults and the importance of developing strategies to address them.
- ✓ Establish baseline data regarding transportation services.
- ✓ Develop and implement a joint plan to provide ongoing technical assistance and training to state and local agencies.
- ✓ Work with stakeholders at the national, state and local levels to identify barriers and solutions to accessing transportation services.

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<sup>24</sup> U.S. Department of Health and Human Services, Administration on Aging, *FY 2002 Profile of United States OAA Programs*.

- ✓ Work together to coordinate funding opportunities for the aging services and transportation networks.<sup>25</sup>

Either AoA or FTA may contact the State Units on Aging to provide information, statistics, and other data on the degree to which they coordinate transportation services in their state. Together, AoA and FTA will serve as key technical assistance resources to states' efforts to bring together various stakeholders and work successfully on transportation solutions.

### **The Leadership Role of SUAs**

Since 1965, SUAs have had a longstanding leadership role in providing transportation services to seniors as an outgrowth of their interactions with both federal initiatives and local transportation programs and because of their commitment to addressing the needs and interests of older persons. *Now is an ideal time to build on past efforts and successes and ensure the availability of coordinated transportation services for all older persons.* To take part in the new initiatives designed to enhance coordinated transportation, SUAs may wish to take the steps outlined below:

- ◆ **Adopt a set of criteria for ensuring responsiveness of transportation programs to the needs of seniors throughout the state.** As an example, states may want to use the criteria adopted in 2000 by the Beverly Foundation, known as "*The Five A's of Senior Friendly Transportation*," to guide their examination of transportation programs. The criteria focus on:
  - ✓ **Availability** of transportation when needed (e.g., evenings and weekends).
  - ✓ **Accessibility** through the use of navigable vehicles (e.g., navigable stairs, adequate seating), stops that are reachable and vans that if needed are permitted to arrive at the door.
  - ✓ **Acceptability** of transportation choices to riders, with vehicles that are clean, routes and stops that are safe, and services that possess a user-friendly quality.

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<sup>25</sup> The full text of the AoA/FTA MOU may be downloaded from: [www.aoa.gov/prof/transportation/transportation.asp](http://www.aoa.gov/prof/transportation/transportation.asp)

- ✓ **Affordability** of transportation options that cost the same or less than personal transportation and/or permit the use of vouchers or coupons to help defray out-of-pocket costs.
- ✓ **Adaptability** to permit modification and adjustment of equipment and routes to meet the special needs of riders.<sup>26</sup>

Adopting this or a similar set of criteria can provide a framework for coordination efforts. Such criteria can also serve to establish a baseline for measuring the effectiveness of coordination efforts and can provide benchmarks that help move coordination initiatives forward.

◆ **Assess the degree to which transportation is coordinated at all levels within the state.**

Assessment activities can serve as a vehicle for working with statewide transportation agencies and other stakeholders (e.g., transportation providers, human service agencies, consumers) to identify and achieve mobility goals. Such an effort will

*In Florida, the 27-member Florida Commission for the Transportation Disadvantaged, created by the state legislature in 1989, oversees coordination throughout the state. The Commission includes representatives of federal and state agencies responsible for funding and providing transportation services, transportation providers, the business community and consumers. The SUA in Florida is a member of the Commission. Local Coordinating Boards have been established within each county to oversee the operation and performance of Community Transportation Coordinators. The composition of these boards mirrors that of the Commission with Area Agency on Aging staff included on the board in each county.*

enhance communication and collaboration among agencies and help to maximize limited transportation resources. In undertaking such an effort, SUAs should ensure that:

- **The voice of consumers is heard.** Identifying consumers' needs and their perceptions of the current transportation system is a critical first step to ensure that transportation services are responsive to those needs. Local transportation coordinating boards should invite consumers to become members and develop regular avenues for soliciting consumer input.

<sup>26</sup> Drs. Helen Kerschner and Rhonda Aizenberg, *Supplemental Transportation Programs for Seniors*, Beverly Foundation, Pasadena, CA, June 2001, p. 19.



- **All agencies and programs in the state that play a role in transportation are involved in transportation coordination efforts.** Fostering collaborative relationships with community leaders and stakeholders can help to overcome conflicts, encourage creative thinking about local transportation needs and identify what is needed for coordinated transportation to succeed.

States can use assessment tools, such as that provided by the **United We Ride Framework for Action**, and can **make use of resource guides, publications and other tools** to assess current infrastructure, identify gaps in service and capture the needs and preferences of consumers (see **Appendix A** for a list of selected resources including publications and Web sites).

SUAs may wish to **seek guidance and support from national organizations** that provide technical assistance and training on transportation coordination. Organizations such as the Community Transportation Association of America (CTAA), Easter Seals Project ACTION, the Coordinating Council on Access and Mobility (CCAM), and the Federal Transit Administration have all developed technical assistance programs that include on-site assistance and tools and publications designed to assist states and localities with transportation coordination (see **Appendix B** for a listing of technical assistance organizations).

◆ **Use current federal policy initiatives as an opportunity to reaffirm and fine-tune the SUA's leadership role in transportation coordination activities.**

Over the years, SUAs have taken active roles in planning transportation services at the state level and have been instrumental in designing and implementing evaluation and monitoring procedures that measure the extent to which current transportation providers are meeting the needs of older

*In Rhode Island, the Department of Elderly Affairs partners with the Departments of Mental Health, Retardation and Hospitals (MHRH), Human Services (DHS), and the Rhode Island Public Transit Authority (RIPTA) and its local partners and contractors. This partnership, called RIde, provides older persons and others needing transportation a seamless array of low-cost mobility services, including public fixed route and paratransit services, access to jobs, dialysis, adult day care, health care, vocational rehabilitation and other activities.*

**Source:** *The RIde Program, Everything You Need to Know to Use the Statewide RIde Program*, Rhode Island Public Transit Authority brochure, November 2003.

adults. SUAs should continue their leadership role by developing state initiatives to enhance coordination that build on those undertaken at the federal level. SUAs may also

benefit from sharing with one another ideas for model practices and methods for improving transportation systems. (See **Appendix C** for a list of the transportation contacts in each SUA.)

### **Conclusion**

Coordinated human services transportation is a vital component of the home and community based services system. They provide critical links to the basic necessities of life such as medical care and food and facilitate access to a host of life-enriching activities that enable older consumers to remain independent and enjoy a higher quality of life throughout their lives. With the renewed efforts currently underway designed to promote coordinated human services transportation systems for all consumers, SUAs and the networks they support can reaffirm their commitment to ensuring that the transportation needs of older persons are addressed now and into the future.

## Appendix A

### Selected Reading/Tools/Resources/Web sites

Bailey, Linda. *Aging Americans: Stranded Without Options*. Washington, DC: Surface Transportation Policy Project, April 2004 <http://www.transact.org/report.asp?id=232>

The Beverly Foundation and Community Transportation Association of America. *Innovations for Seniors: Public and Community Transit Services Respond to Special Needs*. Washington, DC: Community Transportation Association, February 2004 [http://www.ctaa.org/ntrc/senior\\_publications.asp](http://www.ctaa.org/ntrc/senior_publications.asp) or <http://www.beverlyfoundation.org/new.cfm>

Burkhardt, Jon E. *Coordinated Transportation Systems*. Washington, DC: AARP Public Policy Institute, September 2000. [www.AARP.org](http://www.AARP.org)

Burkhardt, Jon E., Adam T. McGavock, Charles A. Nelson, and Christopher Mitchell. *Improving Public Transit Options for Older People*, TCRP Report R-82, Volumes 1 and 2. Washington, DC: Transit Cooperative Research Program, 2001 <http://www.tcrponline.org>

Burkhardt, Jon E. *Toolkit for Rural Community Coordinated Transportation Services*, TCRP R-101. Washington, DC: Transit Cooperative Research Program, 2004 <http://www.tcrponline.org>

Burkhardt, Jon E., David Koffman, and Gail Murray. TCRP 91. *Economic Benefits of Coordinating Human Service Transportation and Transit Services*, TCRP R-91. Washington, DC: Transit Cooperative Research Program, 2003 <http://www.tcrponline.org>

Ham, Richard J., R. Turner Goins, and David K. Brown. *Best Practices in Service Delivery to the Rural Elderly*. Morgantown, WV: West Virginia University Center on Aging, March 2003 <http://www.hsc.wvu.edu/coa/publications.asp>.

Hardin, Jane. *Senior Transportation: Toolkit and Best Practices*. Washington, DC: Community Transportation Association of America, May 2003 [http://www.ctaa.org/ntrc/senior/senior\\_toolkit.pdf](http://www.ctaa.org/ntrc/senior/senior_toolkit.pdf)

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## **Appendix B**

### **Technical Assistance Organizations**

#### **Community Transportation Association of America (CTAA)** <http://www.ctaa.org>

The Community Transportation Association of America (CTAA) is a leading resource for information and technical assistance to organizations and individuals committed to improving mobility. CTAA provides information through its publications and Web site and a variety of technical assistance opportunities for communities looking to initiate and/or expand transportation services. The Association has specialists in rural, senior, medical, employment, and tribal transportation, transportation coordination; and a peer-to-peer network. Specialists often work together to provide assistance to a community or transportation provider. Most of CTAA's information and technical assistance is free or available at a low cost.

#### **American Public Works Association (APWA)** <http://www.pubworks.org>

The American Public Works Association (APWA) is an international professional association of individuals, agencies and companies from the public and private sector that provide public works infrastructure and professional services to communities. Part of APWA's mission is to provide high quality educational resources and products. In that capacity, APWA has managed the Federal Transit Administration's National Rural Transit Assistance Program (RTAP) in cooperation with the Community Transportation Association of America (CTAA) for nearly eighteen years.

#### **U.S. Administration on Aging (AoA)** <http://www.aoa.gov>

AoA is the federal focal point and advocate agency for older persons and their concerns. Through information and referral and outreach efforts at the community level, AoA seeks to educate older persons and their caregivers about the benefits and services available to help them. The AoA Web site contains Fact Sheets and other materials on transportation, including a transportation Web page under "professionals."

#### **AARP** <http://www.aarp.org>

AARP has over thirty-four million members that it serves through information, advocacy and service. AARP's Public Policy Institute (PPI) has published numerous reports and studies on senior transportation and transportation coordination that are available on the AARP Web site.

#### **The Beverly Foundation** <http://www.beverlyfoundation.org>

The Beverly Foundation is an independent foundation located in Pasadena, California. Over the last few years, the Foundation has become a leading resource on senior

transportation issues through its research, demonstration, education efforts, publications and research products. Its materials are available on their Web site.

**Easter Seals Project ACTION** <http://projectaction.easterseals.com>

Funded by a cooperative agreement with the U.S. Department of Transportation's Federal Transportation Administration (FTA), Easter Seals Project ACTION (Accessible Community Transportation in Our Nation) promotes cooperation between the transportation industry and the disability community to increase mobility for people with disabilities under the Americans with Disabilities Act (ADA). Project ACTION offers training and technical assistance, as well as publications on wide range of transportation projects and programs.

**The Interagency Coordinating Council on Access and Mobility (CCAM)**

<http://www.fta.dot.gov/CCAM/www/index.html>

The Interagency Coordinating Council on Access and Mobility (CCAM) is the primary government Web site for information on the federal government's transportation coordination effort, **United We Ride**. The CCAM Web site also contains information about the Coordinating Council, relevant publications, and links to other sites of interest.

**The Federal Transit Administration (FTA)** <http://www.fta.dot.gov>

Through the FTA, the federal government provides financial assistance to develop new transit systems and improve, maintain and operate existing systems. FTA oversees thousands of grants to hundreds of state and local transit providers, primarily through its ten regional offices. FTA is the lead agency within the Department of Transportation for the national coordination effort, **United We Ride**.

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